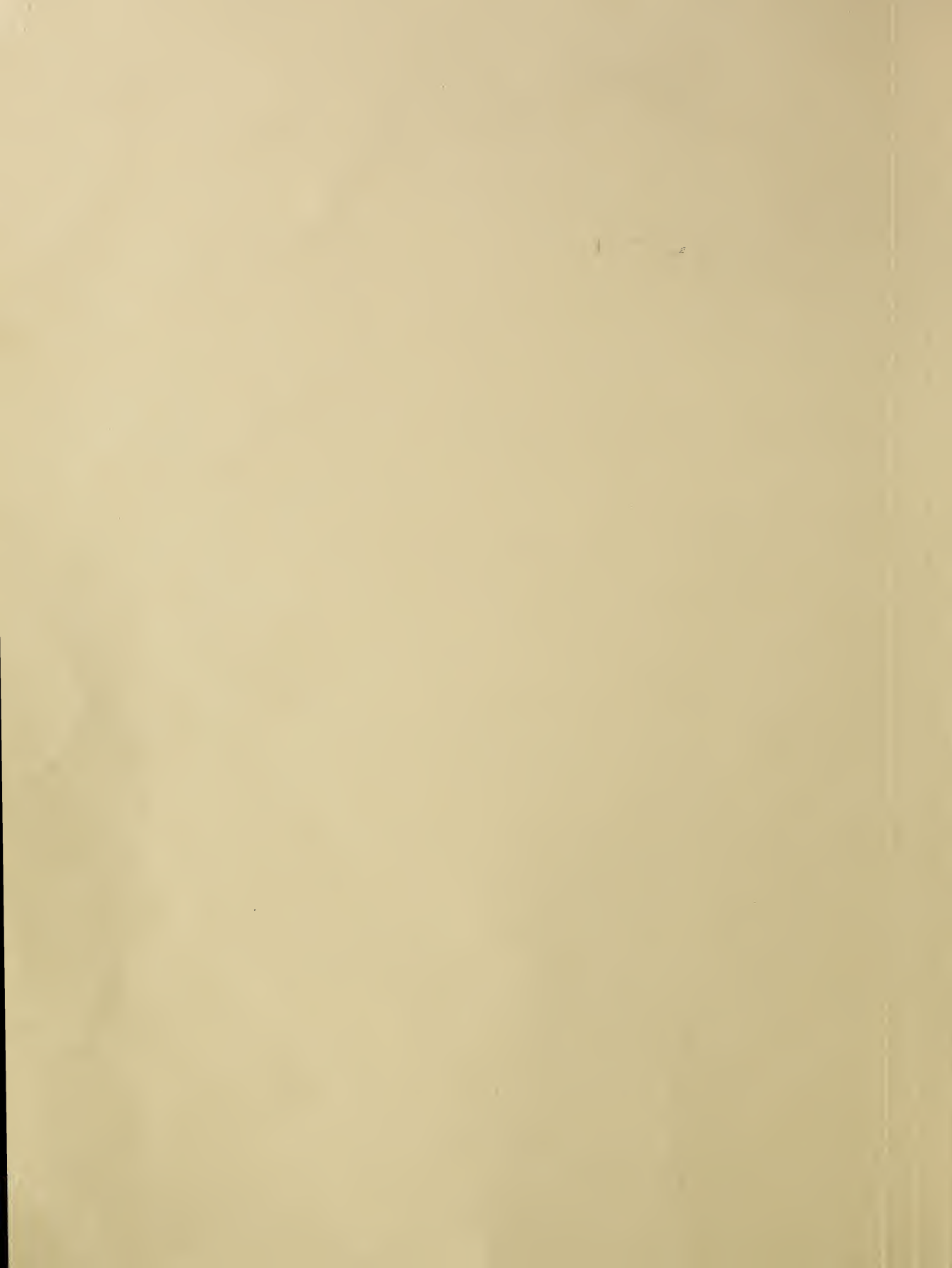


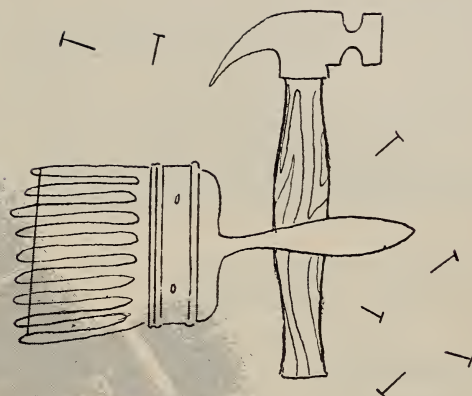
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AUGUST 1955

EXTENSION SERVICE *Review*



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Prepared in Division of Information Programs

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Ear to the Ground

Vacation time is really the time for broadening one's horizon and renewing interest and enthusiasm in the daily job, or reflecting on its merits and our capacities for the job.

A letter from S. L. Neal, Lamar County Agricultural Agent, Texas reminds us that "we are not salespeople, we are teachers. It's our job to help improve farm earnings, improve standards of living and social life, develop people, give opportunity to rural boys and girls, provide vocational training, teach cooperation, improve health and rural life, and maintain soil fertility." That's a big order. If you can return from summer school or a holiday feeling equal to inspiring others to greater endeavor, to thinking through their problems and helping them reach satisfactory solutions, then the period of refreshment or renewal was well worth the time.

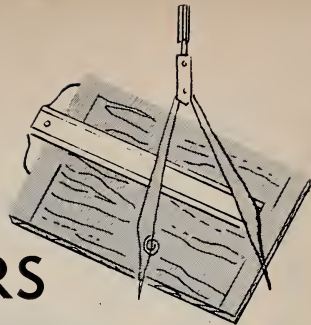
A year ago there was much interest in an issue of the Review devoted to office efficiency. A questionnaire which almost 200 county Extension workers answered early this year also showed that the subject of office management rated pretty high. For this number we tried to bring together additional information about your offices that might help you. You undoubtedly have some good tricks of your own. Please jot them down while you're thinking about it and let the Editor know what they are.

How do you like the News and Views page? See page 163.

Next month's issue of the Review will have 18 or more articles on evaluation, practical articles on county studies, how they were made and how the findings were used. J. L. Matthews writes on "What is Evaluation?" Ida Hagman of Kentucky describes an appraisal of the farm and home unit approach. Two county workers in Maryland said they learned anew that "People Like to Plan Their Program." Leslie Frazier, agent in Rice County, Kans., tells how they learned that "Our Families Wanted Facts." Robert Clark of Wisconsin and Luke Schruben of the Federal Extension staff write convincingly on the need for research in program evaluation.

Till next month, happy days. CWB
COVER PICTURE — Agricultural Center, Palm Beach County, Florida.

California and Florida Counties BUILD THEIR OWN CENTERS



A central location convenient for farmers, plenty of parking space, and extra room for increasing services are firsts in planning a Farm Center.



In Fresno County, California

Located near the county fair buildings, with ample parking space around, our new County Extension Center helps the staff feel much closer to farm families than they did in the post office basement.

The brick building, constructed at a cost of \$160,000, has 8,000 feet of floor space, more than adequate for the 16 farm and home advisors and their secretaries.

Visitors get an immediate and friendly greeting from across a long counter, behind which the clerks and

secretaries are busy. The central office is located almost in the center of the building.

The most flexible and probably the most useful area in the building is the demonstration room which will seat 140 persons comfortably. On one wall are chalkboards and exhibit space; on another, a platform with 3 kitchen arrangements. On the third side are mirrors and sewing equipment ready for demonstration. A large screen drops from the ceiling when needed for projecting slides or motion pictures.—Howard Dail, California Extension Service.



Different kitchen arrangements have been built on a stage in the demonstration room of the Fresno County Extension Building. In the kitchen is Home Advisor Delores Bonander



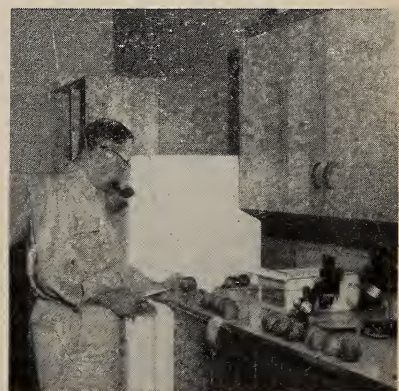
• In Palm Beach County, Florida

The County purchased a convenient, 10-acre tract of land for our home and hired George Votaw, an engineer and architect, to design our building. It is 70 by 110 feet. The Agricultural Stabilization and Conservation Committee occupies two rooms. Our home demonstration agent and her assistant each have an office and they have a well-equipped demonstration kitchen. We have a conference room which also serves as a sewing room.

I have a large comfortable office and space for 3 assistants. Our bulletins and periodicals are neatly displayed in the attractive reception room. There is a storage room where our mimeograph work is centered, a small laboratory, and an auditorium that will seat 230 persons. The building is air-conditioned, has an office intercommunication system, and there's plenty of room for parking.

We are gradually getting our landscaping done. Not only we, the staff, but all those who use the Agricultural Center are very pleased and proud of it.—M. U. Mounts, County Agricultural Agent, Palm Beach County, Fla.

Farm Advisor John Quail examines nectarines in the specimen area of the Fresno County Extension Building.

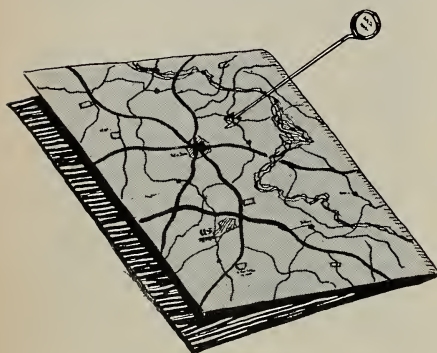


Farm Advisor John Quail examines nectarines in the specimen area of the Fresno County Extension Building.

Office Timesavers

Map Pins

Small pins are placed on maps to spot the distribution of farms concerned with a particular phase of Extension activity in Kent County, Del. The maps are glued or stapled to 8½ by 11-inch sections of wall-board. They fit into a box designed for stationery so that we can carry the map around easily in the car



without damaging the pins. We make these maps for each enterprise that we have definite projects on, for example; dairy herd improvement association members, greener pastures co-operators, potato growers, 100-bushel corn group, and soybean yield program. We also use them to locate Delaware Poultry Improvement Association members and the Agricultural Stabilization and Conservation committeemen.

Calendar of Work

A calendar of work shows the distribution of most of the Extension activities of Kent County, Del. as they are expected to take place when we plan our program. The major enterprises are listed vertically on the left-hand side of the sheet, and on the

right across the page are 12 columns for the months. A copy of this calendar under the glass on my desk provides a reminder of when programs should be started or planned.

Tape Recordings

The office force broadcasts on 4 radio stations an average of 40 broadcasts a month, and, of course, are obliged to do these by tape recordings. Agents use a standard opening and usually give most of the factual information at the beginning of the tape. Meeting places or any changes for the particular station are added at the end in order to avoid splicing tapes.

A card containing pertinent data and providing a permanent record for files fits on the lid of the box and is held by picture corners.

Tape recorders have a dual track machine for the broadcast. It is possible to have two broadcasts go out accidentally on the air unless one is sure that the tape has been "cleaned" on one side before recording. Used tapes are taken as they come from the radio stations, cleaned on one side, and a new card is put on the box. When the agent makes his recording, he simply records on the other side of the tape and inserts the proper data on the card. These are just a few of the tricks that we have found to save time in preparing broadcasts in Kent Co., Del.

Secretaries' Handbook

The secretaries' handbook outlines specific procedures for handling office details. It was developed when agents found that they would be without an experienced secretary after April 1. We generally have two secretaries in the office, but this was the first time

that both were leaving about the same time.—George K. Vapaa, County Agricultural Agent, Kent County, Del.

Double Duty for Tape Recorder

"Our two tape recorders have increased office efficiency in the Calhoun County, Mich., Extension Office by about 40 percent," says Burrell Henry, county agent.

This Michigan county is responsible for 2 daily radio programs, 5 days each week. That's what got them started with tape recorders.

But when they discovered that you can buy a foot pedal for most tape recorders, they put the machines to work for office dictating, too.

The newest wrinkle is the inverter for Mr. Henry's car. Now he can make recordings anywhere, even while driving down the road. Henry claims that this adds at least 10 percent to their efficiency.

In addition to dictating letters and taping radio shows, the car recorder is used for summarizing farm visits and all kinds of special reporting.



Burrell Henry, Agent in Calhoun County, Mich., carries his recorder in his car and sometimes uses it while he drives.

"I usually use it while driving along," says Henry. "If there is something which requires complete attention, I just pull off to the side of the road."

He suggests that you check the demand of your tape recorder and the output of the inverter before buying. His inverter, which cost about \$30, operates on a 11-volt circuit.—George H. Axinn, Michigan State University of Agriculture.

For The County Agent on the Run



Information Posted in Stores

Virginia agents have multiplied their distribution of publications many times by having them displayed in local stores where they are much more likely to be seen than in the Extension offices.

In Brunswick County, Va., County Agent Frank Marshall has a fine plan for getting information to farmers and reaching more people than could be reached by personal calls.

Through the cooperation of local stores and feed and farm equipment dealers he has a bulletin board for timely announcements and a rack for bulletins placed in business establishments. The name of the dealer sponsoring the boards is placed between the two boards. County Agent Marshall sends the information to the store owner who puts it on the boards for him. He finds that good relationships with business places in the county are valuable assets in getting this cooperation.

In Nottoway County, in 10 country stores and 8 other business places, racks of free farm bulletins hang in strategic places, along with boxes

filled with little cardboard containers in which soil samples may be placed for testing. There were also leaflets on the Social Security regulations for farmers.

The idea began brewing there, according to an article in the Richmond Times-Dispatch, when Assistant County Agent Ernest Wrenn read in the November 1954 Extension Service Review about County Agent George R. Dunn of Edwards County, Kans. He had placed publications in a bank, hatchery, and similar places with very satisfactory results.



B. L. Gilley, Assistant County Agent, Knox County, Tenn., keeps his portable bulletin case filled with seasonal publications.

Ready Reference Card

In Barton County, Kans., a ready reference, 5 by 8-inch card is used for each Balanced Farming and Family Living family. At the top of the card is a brief description of family and farm. Here are listed the names of the man and his wife, ages of boys and girls, address, location of farm and telephone number, number of acres owned and rented, type of lease, and type of farming.

On the front of this double fold card is a servicing record form. This is set up in columns suitable for en-

tering the following information: date of plan year, actions which show initiation date and completion date, if they do or do not have Soil Conservation Service plan, written plan or records. Also on this card, space is provided for a record of all contacts, such as joint visits by farm and home agent, farm agent, or home agent, office contacts, and meetings attended.

At the very top of the card on the left, it says "Office activity" 1-2-3-4, and at the right top, "Field Activity" 1-2-3-4. The 1-2-3-4 refers to weeks of the month. At office staff meetings, as balanced farming and family living work with family is planned, a metal tab is placed on the week in which the work is scheduled.

On the inside of the double fold is a form for keeping a record of accomplishments by years. Enough space is provided for a 5-year record. At the end of each year, the planned actions (mentioned on front of card) that are completed are recorded under accomplishments. Progress of the family can be determined by a quick glance at this record.

This followup card is used along with a more complete file folder for each family.—Marian V. Hester, Associate Home Demonstration Agent, Barton County, Kans.



Extension Agent, Brunswick County, Va. Frank Marshall points to an important piece of information posted at his request in a local store. Current publications are placed just below the bulletin board.

to Better Administration

JOHN T. STONE, Professor of Agricultural Administration,
Michigan State University of Agriculture, East Lansing

ADMINISTRATION—what is it? Try asking 50 people what administration is, as we did recently. The answers given us ranged from shuffling papers to a description of the executive branch of government. However, most of the county agents that were asked described administration in terms of somebody else's job; as the work of the Director, a State Leader, or District Supervisor. They didn't as a general rule consider administration an important part of their work even though a few agents half-jokingly said they were getting so loaded down with administrative details they couldn't do real county agent work anymore. In general, there was disagreement about the word administration. So for the purpose of this discussion, let's define what we mean by Extension administration.

It is the function of giving direction or leadership to and bringing about the coordinated action of members of a group to achieve most effectively the goals of the group or organization. Using this definition, the administrator's role is not unlike that of a coach or the director of a stage play. It is unlike that of the dictatorial "boss" sometimes thought of as an administrator.

Now, if this definition is, in principle, accepted, it in effect makes all Extension workers at least part-time administrators because any job analysis will show they perform this function. Each gives direction to a phase of the Extension program, stimulates people to action, and organizes people to help achieve the goals of the Extension Service. For this reason, we believe serious consideration should be given to the topic of Extension administration in the preservice as well as inservice training program for not only the supervisory personnel, but county agents as well. Therefore, this col-

lection of principles was compiled, mixed with personal comments and dogmatic statements, and all boiled down together with the sole hope of stimulating discussion on the subject of administration, particularly with county extension agents.

Responsibility and Authority

The uncertainty about who is to do what is a common weakness of many organizations. Delegation of responsibility is essential in a large organization like the Cooperative Extension Service. It is the means by which the total work load is divided among members of the organization. The successful delegation of the responsibility depends to a large extent on:

1. Each worker clearly understanding what he is expected to do.
2. Each worker knowing the relationship of his specific assignment to that of others with whom he is associated.
3. Each worker being expected to carry out the responsibility delegated to him.

(If an assignment is not expected to be carried out it probably won't be. Too many people in administrative positions can't let go of a single detail. As a result, they end up becoming a bottle neck, impeding the efficient operation of the organization.)

The delegation of responsibility can take place effectively only where there is mutual trust, confidence, and understanding by all concerned within an organization.

Authority, like responsibility, must be delegated for maximum efficiency and must also be commensurate with the responsibility assigned.

In any formal organization there should be only one line of authority from the top administrator through lower administrative levels. As a gen-

eral rule, a worker cannot serve more than one superior effectively. The county extension worker is often caught between the demands of district supervisors, State leaders, specialists, the local boards of supervisors, county farm organizations, and special advisory boards. This is a primary source of frustration and interconflict experienced by many Extension agents. Thus, every possible effort should be made to simplify and clarify the organizational structure within the service itself.

A clear-cut distinction between "line" and "staff" responsibilities of all workers within the organization is often helpful in this connection.

1. *Line* authority represents the authority of man. *Staff* authority represents the authority of ideas. Persons should know and operate within their type of authority. Both are equally important.
2. Specialist activities are normally a staff function in Extension. Their function is to advise, not direct.
3. It is the line function to hire, direct, promote, and discipline. This authority should normally be reserved for designated representatives of the Extension Director.

Communications

The failure of many organizations can be traced to a breakdown in communications between different levels of administration, either up or down the lines of authority. Both informal and systematic methods of transmitting ideas, problems, and information from the field to the State office are important. Likewise, through conference, news letters, memos, and supervisory visits the field staff should be kept well informed on matters affecting them. Conflicts and misunder-

(Continued on Page 162)

Kent County Women Adopt an Okinawan School

Rosemary Blackburn
Michigan State College



Home management house for the home economics students at the University of the Ryukyus.

THE HOMEMAKER groups of Kent County, Mich., are right proud of a gift they recently received from Okinawa. The gift is a colorful stenciled wall-hanging, or a "Benegata" as the senders would call it.

This gift of true Okinawan art represents a big "thank you" from the home economics department of the University of the Ryukyus in Okinawa. The efforts of the Kent County women and Eleanor Densmore, their home demonstration agent, enabled them to give \$550 this year for scholarships for Okinawan students to use in their own country and here in the United States.

Of the \$550, the home demonstration council of Kent County donated \$200, which was raised by bake sales and similar projects. The remainder was given by Miss Densmore from her personal pay for talks before groups of all kinds about the University of the Ryukyus. Most of this money helped home economics students in their Okinawan school. Some was given to aid Okinawan girls with their home economics studies at Michigan State University of Agriculture.

The beginning of this story goes back to 1951 when Michigan State "adopted" the University of the Ryukyus. A group of Michigan State

staff members was sent to Okinawa to help establish the school. Chosen to represent home economics, Miss Densmore did much to set up a flourishing home economics curriculum.

This was no easy job, says Miss Densmore. For example, getting clothing classes underway had a problem, not the lack of sewing machines, but the lack of materials and thread.

It was then that Miss Densmore decided to write to her Kent County women asking for materials they no longer could use. The boxes rolled in with a momentum that made postmen wonder what was going on. This help immediately supplied by the Michigan women snowballed and today they can look back on 4 years of sending scholarships to the girls in home economics. The amounts started at \$200 and finally reached the total of \$550 in 1955.

The scholarships are usually given to junior and senior students. Many girls can afford the first 1 or 2 years of school, but then drop out. It is hoped this financial aid will remedy this. Right now the money is used for direct scholarships, but eventually they hope to set up a scholarship loan fund.



Home economics students are eager to learn more about American foods and customs. The University of the Ryukyus school of home economics now boasts 100 students, about one-twelfth the total enrollment.



Americans in Okinawa join in Japanese custom of removing shoes at the door.

"CAMPING is the wedding of education and recreation." We in Minnesota must have had that quotation in mind when plans were made for a State 4-H Health Achievement Camp.

The 4-H health activity has long been popular in Minnesota. From Minnesota's first State 4-H Leader, T. A. (Dad) Erickson, we learned that the first plan started in 1920 when the Red Cross and Minnesota Health Association conducted a health examination at the State fair. The 4-H members attending the State fair were offered the examination on a voluntary basis. A few members took the examination, but this privilege didn't appeal to many and the service was dropped after a couple of years because of lack of interest. For about 5 years, no definite plan was followed.

In 1931 the State 4-H staff in cooperation with the Minnesota Health Association and the Minnesota Medical Association gave a complete physical examination to two delegates from each county (one boy and one girl), selected in a regular county health contest. Immediately this plan became popular. The 4-H'ers were eager to show up well as representatives of the county 4-H group and to win trips to the State fair. The 4-H health king and queen received much publicity.

This health contest judged on the basis of the physical examination was a part of our 4-H program until just the last few years.

However, many 4-H workers thought that a contest based on health achievement would be more desirable. In 1946 a few counties worked out a 4-H health contest using health improvement made during the year as part of the basis for judging. In 1947 the State office adopted this idea and revised the 4-H health activity record accordingly. Far too much emphasis even yet was put on the 4-H king and queen, and after considerable thought the idea of a State 4-H Health Achievement Camp was born.

This new activity was tried successfully in the fall of 1953 and again in 1954. The overall objective of the 4-H Health Camp is: To get a better understanding of the health problems involving the individual and the community; to become aware of the 4-H members' responsibility in bringing

Our Goal Is HEALTH

at our State

4-H Health Achievement Camp

GWEN BACHELLER
Assistant State 4-H Leader, Minnesota



Grace Brill, Minn. nutritionist, gives a flannel talk on a balanced meal to one of the six groups that met at the State 4-H Health Camp.

back better health practices to their homes and communities; and to learn more of the ways of healthful living.

Each county is allowed to send one boy or girl, as judged on the basis of their 4-H health activity record. This record is now based to some extent on the physical condition of the member, but mainly on health achievements the member has made personally and in his club or community. The age range of the delegates at camp has been from 14 to 21, with the average age about 17.

A few counties with outstanding health programs are allowed to send two delegates. The delegates send their 4-H health activity records to the State office and a State committee judges them. The top candidates are interviewed at camp to select the State 4-H Health Achievement boy and girl.

The educational program is planned and carried out with the cooperation of staff members from the Minnesota State Board of Health, the Minnesota Tuberculosis and Health Association, the Agricultural Extension Service and 4-H'ers who are elected by campers to serve as continuation committee members.

Some of the 1954 classes of 1 hour each and the instructors were:

The Food We Eat—Eileen Reardon, State Board of Health, and Grace D. Brill, Extension nutritionist.

Our Teeth and Our Health—Dr. John Peterson, State Board of Health.

Safe Living—Glenn Prickett, Extension safety specialist.

Clean Surroundings—Myron Peterson, State Board of Health.

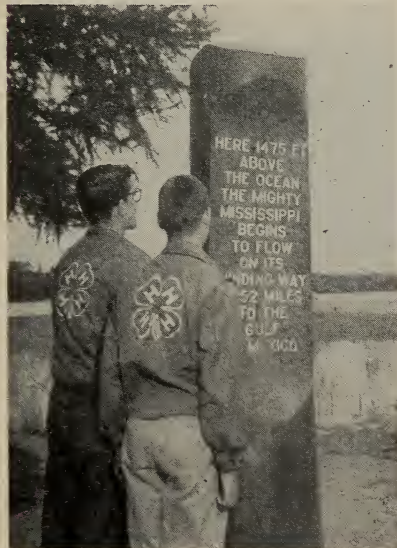
Our Appearance Counts—Marguerite Breen, Minnesota Tuberculosis and

Health Association, and Gwen Bacheller, State 4-H office.

Assembly programs featured discussions, talks and movies on various physical and mental health topics. A workshop on mental health was called, "Making the Most of Yourself." The members also gave an evening program on health skits that were both entertaining and educational. A banquet, a party, and kitchen police duty were also part of the experience of the members.

The campsite is in beautiful Itasca State Park, at the University of Minnesota Forestry and Biological Station. It is an education in itself for 4-H members to tour the park and see the source of the Mississippi River, pine trees that are up to 245 years old, Indian mounds, and many other sights of historical interest.

A survey taken on the last day showed about 93 percent of the 4-H campers felt that the objectives of the camp had been fulfilled. They were bubbling with enthusiasm to go back and carry out health education ideas in their clubs and in the county. A followup survey hasn't been made to date but, judging from monthly reports, many of our 4-H members are carrying out the Health "H" of our 4-H pledge—"My Health to Better Living for my Home, My Club, My Community, and my Country."



4-H campers at Itasca State Park, Minn. include a historical tour during Health Achievement Camp.

Soil Tests Help Improve Production



MARVIN BATES, County Agent, Culpeper County, Va.

AFTER several years' experience in farming, J. A. Weaver, Jr. of Culpeper, Va., realized that the production of his dairy herd was too low, so he called on G. R. Epperson, county agent, for assistance. When Epperson and the Extension Agronomist visited the farm they found Weaver open to suggestions.

While on the farm, they looked over Mr. Weaver's pastures consisting mostly of white clover and bluegrass, which were not furnishing sufficient grazing throughout the pasture season. They assisted the dairyman in taking soil samples and mailed them to the soils laboratory in Blacksburg to be tested, assisted in interpreting the results, and made recommendations.

The Weaver herd was on the Dairy Herd Improvement Program and with the help of D.H.I.A. supervisor, the county agent and Mr. Weaver were able to work out a feed program for the cows and a pasture and feed crop production program for the farm. The soil test showed a need for lime and a balanced fertilizer program. Mr. Weaver conferred with the County Stabilization Service (A.C.P.) office to find out what allowance he could get for conservation practices. The Agricultural Conservation payments covered a portion of the cost of the liming, some of the fertilizer and some on the cost of seeding.

The low-producing cows, as shown by the D.H.I.A. tests, were taken from the herd and only heifers from the better cows were saved for replacements. A feed program was agreed upon that included more home-grown hay, grasses and legumes for silage, and less concentrates.

One-half of the pastures (53 acres) was sown to orchard grass and ladino clover the first year, and a new seeding of alfalfa for hay on 53 acres of cropland. The second year a portion of the other half of the old pasture was seeded to improved grasses and

clover. His pastures are divided into 12 separate plots and he practices rotational grazing as a management practice.

In 1952 the drought cut his production of milk down, but even then his cows were producing about 9,000 pounds. He again called on the county agent, Marvin Bates, who had replaced Epperson as county agent, for assistance on irrigation. This being a little more than the agent could advise, due to technical requirements, the Soil Conservation and State Ex-



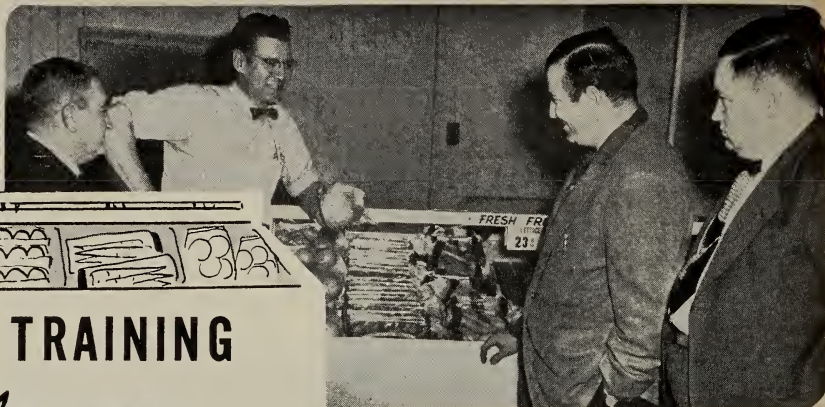
J. A. Weaver assembles his irrigation system to irrigate a newly seeded field of pasture.

tension Agricultural Engineers were again called in. They determined the waterholding capacity of the soil, and also the available water supply. The stream running through the farm was ample, and the soil was found to be in good condition for irrigating.

The irrigation system resulted in 50 to 75 percent more grazing and furnished excess grass silage to fill all his silos. In 1953, an extremely dry year, he did not have to purchase any hay, which cost him \$25 per day during the drought before he put in irrigation. His cows are high grade Holstein and averaged 11,300 pounds of milk and 430 pounds of B.F. per cow in 1953. The irrigation equipment will have been paid for in two years' operation from the milk produced over and above that production before the installation was made.



RETAILER TRAINING *in Delaware*



Lewis W. Norwood, retail marketing specialist from Boston, talks over an improved merchandising technique with three retailers attending a training clinic in Wilmington.

ROBERT BULL, Extension Agent in
Retail Marketing, Delaware

FOOD RETAILERS occupy a key position in the market channel for farm products and provide a real opportunity in the nationwide effort to reduce marketing costs. Realizing that successful marketing depends on the retail sale, the Delaware Extension Service broadened its program last year to include work with retail grocers.

Greater efficiency in retail food marketing is the basic objective of this new work. Extension now teaches improved techniques in food handling and merchandising as methods of reducing costs and increasing consumer demand.

Step one in organizing the program was to discuss possible activities with outstanding men in all

phases of the food business. In starting the new work, we in Extension felt it important to get ideas and suggestions firsthand from members of the trade. It is important for them, too, to be familiar with the marketing program and its objectives and with the Agriculture Extension Service itself.

The Director of Extension then appointed a 12-member committee to represent Delaware food retailers, wholesalers, and related businesses. In a planning meeting of the committee, members discussed how they could help to guide and evaluate our work. They proposed many activities.

Major Activities

Demonstrations and training clinics approved by the committee are held for groups of retailers in convenient locations throughout the State. The first demonstration was on meat merchandising which was given in Wilmington, Dover, and Georgetown, with a total of 114 persons attending. Principles of wise buying and proper handling were emphasized in this initial meat-retailing program. Subsequent ones will cover meat cutting and selling techniques.

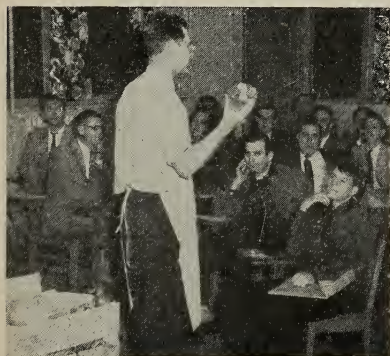
We recently completed a series of four training clinics on improved produce merchandising methods. The effectiveness of this series was most clearly demonstrated when we called

on a supermarket near Dover the morning after one of the programs. We found C. P. Reynolds, produce manager, and Charles Messina, owner, working together to revamp their entire produce department. "We are trying to make use of every one of the ideas you gave us last night," they explained. Followup assistance, which is a regular activity for the agent in marketing, has revealed many similar applications of the information provided in these clinics.

Long-range plans include programs on many other commodities and store management problems. Specific plans are developed with the help of evaluation and request slips filled out by retailers attending programs.

Individual store assistance in applying recommended techniques is available. Many retailers take advantage of this service, and special store demonstrations sometimes are given. Work with individual grocery stores is believed most effective, but there are obvious physical limitations to the amount which can be done.

The agent in retail marketing will soon have called on every food retailer in the State to explain the Extension program individually and assist with specialized problems. Store level contacts with retailers at large also offer excellent opportuni-



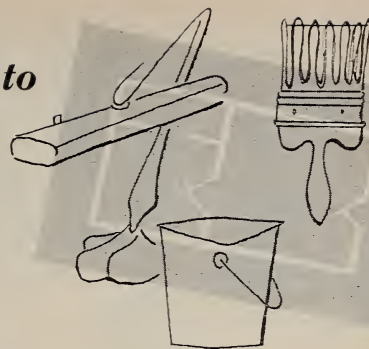
Mr. Norwood demonstrates improved produce merchandising at a training clinic for retailers.

(Continued on page 166)

We used more imagination than money to

DRESS UP THE OFFICE

J. C. BOGGESS, County Agent,
Barbour County, West Va.



THIS is a story that is easier to tell with pictures than with words. It concerns a room 28 by 50 feet in size in the Court House in Philippi, Barbour County, W. Va., as it was and as it is, a room occupied by three Extension workers, a secretary, filing cabinets, open shelves, storage cabinets, bulletins, 4-H camp equipment, craft and office supplies, and "miscellaneous items too numerous to mention," as the radio bargain sale announcer might say.

There was barely enough space for the Extension workers to maneuver among the orange crates used for files, the desks, and the equipment. Visitors entered at their own risk. So, five people put their heads together and made a plan. They were J. C. Boggess, county agent; Mrs. Rella Butcher, home demonstration agent; Mrs. Violet Reed Brandon, 4-H Club

agent; Herman Bowers, then district agent and now assistant director; and Gladys Wasmuth, home management specialist.

The results of the planning cost \$581.86 in actual cash, but the dividends that have accrued from better working conditions, greater efficiency, and ability to receive visitors with dignity and without confusion already have exceeded the initial cost many times.

Three small offices were made at the end of the room opposite the entrance by using 8-foot high partitions. This permits some natural light to enter the main room since the three windows are located in this end. Two storage rooms were built on either side of the entrance to provide space for supplies and equipment, as well as a small workroom for the production of mimeographed mate-

rials. A bulletin rack provides space for the display of bulletins with additional bulletins stored behind.

Two movable screens can be used to separate the entrance way from the secretary's desk to provide a space about 28 by 30 feet for a conference room. This space contains a conference table, chairs, a table for current magazines, and a bulletin board. The visitor now has a place to sit and look at the latest farm and home magazines while waiting to see one of the county workers. The installation of fluorescent lights completed the transformation.

From the pictures you can see that renovation of this office presented a real challenge and required imagination on the part of the planning group. Take a critical look at your own office. Maybe it needs the "new look."



BEFORE—The view upon entering the Barbour County W. Va. Extension Service office before it was replanned. County Agent Boggess occupied the center of the room while his two co-workers sat near the windows.



AFTER—The center of the room is now used for conferences, separated from the three offices by a partition. Note the movable partition on the right. Left to right: Herman Bowers, Mrs. Rella Butcher, J. C. Boggess, and Mrs. Violet Reed Brandon.

Farm and Home Centers

Are a Boon to Extension Work, but
Good Planning and Plenty of Push
Are Needed To Get One.

By MICHAEL RULISON, N. Y. Extension Service

WOULD your county benefit from a Farm and Home Center? Is parking space scant near your Extension offices? Are the various agricultural agencies scattered through several downtown buildings? A farm and home center can bring many of them together under one roof where farmers and homemakers can contact several agencies with one stop. A center is the farmer's town headquarters. But no center ever built itself. Each was the result of earnest effort by a well-led group.



After World War II, New York farmers were more aware of what the Extension Service could do for them and there was a greater demand for meetings and other aid. Extension's facilities were crowded and the staff looked for larger offices. Also, government agencies had greatly increased in number during the years since Extension started. A farmer often had business with several agencies. Centers provided more space for Extension and also permitted centralization of the offices of several government agencies.

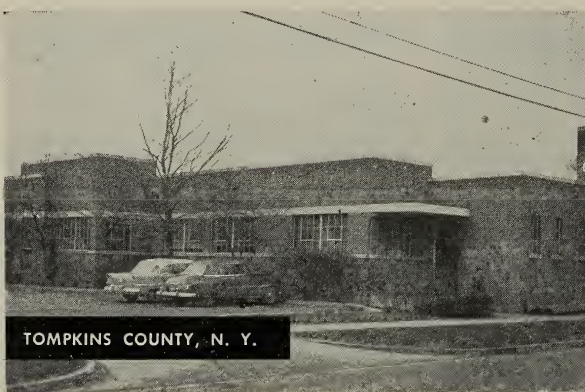
Since 1945, when interest in centralized offices picked up, one-third of the 56 agricultural counties in New York State have moved their Extension offices into farm and home centers. No longer are they housed in post office basements or court house attics. New centers are accessible, have plenty of parking space, provide offices for Extension and USDA Services as well as other agencies, and have rooms for meetings, conferences,

food preparation, workshops, and demonstrations.

Such centers are the product of the people of a county. When enough farmers and homemakers realize the advantages of having a place of their own where they can hold meetings and do business with their several agricultural agencies, then getting an agricultural and homemaking center becomes possible. But, as Ernie Cole, Tompkins County agricultural agent points out, "You've surely got to have the people behind it before you set out to have an agricultural center. The local people have to back their committees."

In New York State many of the headquarters are owned by the County Farm and Home Bureau and 4-H Club Associations. New York's Extension enabling legislation established the associations as a subordinate governmental agency with the right of owning and leasing property. The association is the local institution which is responsible for developing and supervising Extension work in a particular county in partnership with the State land-grant college, Cornell University.

These associations have carried the ball in creating agricultural and homemaking centers. The associa-



Extension benefits from a center by having more rooms for demonstrations and meetings. Farmers and homemakers like to talk to you in a private office, rather than a common room, when they come to counsel with agents about farm or home affairs.

Farm people benefit from a center directly through the facilities it offers. They benefit indirectly by becoming closer, as a group, to the Extension Service and because rural leadership develops in the process of planning and producing a center.



tion's members have organized committees, planned for their needs, raised necessary funds, and operated the centers once they were established.

With a score of farm and home centers already in operation New York Extension workers at the college and in the counties have experienced some of the pitfalls associated with the creation of a center. Here are some of their suggestions for avoiding trouble:

Center building and location: Placement of a center should be planned in relation to a county as a whole, but also located for easy access from within the town or city in which your center is placed. Parking space is a must; plan big because visits from farmers and homemakers will increase when they can get to you conveniently. Also, meetings will be bigger and there will be more of them at a center.

Whether you buy and remodel, or build new, be sure to get enough office space. Three of New York's centers are new buildings, the other 16 are remodeled structures. Agencies you may want to invite to lease space include the Soil Conservation Service, Agricultural Stabilization and Conservation Service, Farmers Home Administration, and dairy-herd-improvement laboratories. Think ahead to your needs for meeting places, demonstration rooms, and conference rooms.

Financing: Money can be your biggest headache unless the farmers and homemakers of a county regard the center as their center and their project. Once they become owners of the idea of having a center they will find ways to finance it.

In New York State a carefully conducted campaign soliciting contributions from individual farmers, homemakers, and businessmen has been the major source of funds. If you can get 20 members in your "\$1000 Club" or 50 farmers who will give you \$500 each you've made a good beginning on your building fund.

Number two on the list of money-makers has been an auction sale or field day. Here's what you need: contributions of farm products, baked goods, and merchandise; the aid of a few good auctioneers; a livewire committee; careful publicizing and timing; worthwhile demonstrations and exhibits; and an entertaining program. Attract townspeople as well as rural folk. Erie County's Associa-



tion received \$10,000 from a calf auction sponsored by the county Holstein breeders group.

Third source of funds is large gifts or grants. One association received a part of an estate, complete with house. In other counties business groups made major contributions.

And finally, cake sales, pancake suppers, and skits will raise money. Remember that 4-H'ers can earn money, too.

Although associations in some counties raised money through private endeavor, other associations received their facilities through public means. Buildings owned or bought by the county governments have been

leased to associations or even given to them so that the association received title to the property.

Agricultural and homemaking centers in New York State have ranged in cost from \$15,000 to \$250,000 with most of them costing between \$30,000 and \$200,000.



An Extension Service Center Committee at the college, with representatives from the State leaders' offices, advises counties on development of headquarters. They believe no county association should go in debt for more than 25 percent of the total cost of their center. Cyril Crowe, Associate State Leader of County Agricultural Agents, warns that construction and remodeling expenses often turn out to be higher than expected.

Legal Difficulties: It's cheaper to go to a lawyer in the beginning than in the end. When you acquire land (even if it is given to you) you must check to assure a clear title. When construction or remodeling occurs a little liability insurance will take care of a large damage suit if somebody is injured on your property. Your legal counsel should help you with such matters and also show you how to make contracts and handle funds safely.

And here are the two most important pitfalls: insufficient planning and inadequate interest.

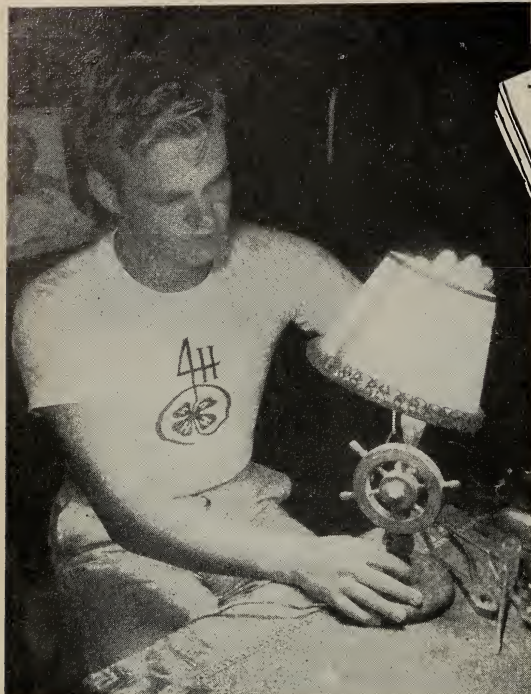
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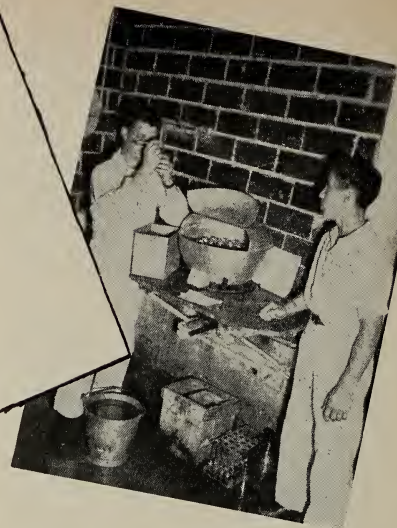
GENESEE COUNTY, N. Y.



LIVINGSTON COUNTY, N. Y.



Francis Lay of Dunn Falls 4-H Club, Fairfax County, Va., works on an electric project, a popular one for many urban boys. (Right) 4-H Club boys learn to test milk.



Daily Records Help Adjust Services in Rural-Urban Area

JOSEPH E. BEARD, County Agricultural Agent,
Fairfax County, Va.

WHILE our record keeping takes considerable time, it is really quite simple, and has repaid us many times with the factual information that we needed in adjusting our program. Not only that but the records helped to prove that we needed extra staff. Another position has been set up to make possible a larger and more effective youth program. The Fairfax County Board of Supervisors has appropriated the salary for a young people's leader and are looking for someone to fill that post.

Because Fairfax County lies just across the Potomac River from Washington, D. C. and Maryland, we have had a fast changing countryside. Approximately 100 square miles are devoted to urban development and approximately 300 to farming and country living. Over 40 percent is still in woods and forests.

Family living is the largest single enterprise in Fairfax County. There are approximately 37,500 families, or over 21,500 persons per Extension worker. Much of the population is transient. They come from all sec-

tions of the United States, bringing with them many customs and ideals from varied backgrounds. Our goal is to improve living standards and to develop our programs based on the needs of the people.

Among our 150,000 persons living in the County, only 8,000 derive their main income from farming. To satisfy the needs of such a diversified group, we must constantly evaluate our activities.

Each of us 3 agents keeps a daily diary. These diaries are kept in a 500-page record or journal put out by one of the standard stationery companies. Each page of the journal has 35 lines, allowing us to keep one week's record on each two pages.

In addition, our two secretaries keep two standard stenographers' notebooks beside the telephone. In one we list each caller; in the other, each telephone call with the person's name and nature of request.

In a third book we record each sample of soil received for testing. When the test is completed, results and recommendations are listed op-

posite the entry of each sample, giving us a permanent record of this project over the years.

Last year folks asked for information on everything from beekeeping to rodent control. Surprising to most was the predominance of requests from urban residents for help on lawns, gardening, cultivation of flowers, ornamental plants, and shrubs.

The partial list that follows shows the number of requests by subject matter for the last 2 years:

	1953	1954
Grain crops	951	945
Poultry and eggs	1090	1687
Beef cattle	490	496
Dairy animals and products	1360	1805
Sheep and goats	270	160
Swine	490	296
Soil and water conservation	1548	1670
Safety	60	180
Family life	913	513
Food and nutrition	1308	1554
Flowers, ornamental plants and shrubs	1658	3150

(Continued on page 161)

ACRES

DIVERTED TO WHAT?



WHAT DID farmers do with diverted acres in 1954? On what did they base their decisions? How much help did the Agricultural Extension Service give? How do farmers feel about the "new" crops they grew?

For answers to these problems, visit Tulare County, Calif., a county that took a sharp cut in cotton acreage for 1954 as a result of acreage restrictions and faces another drop this year. Its total cotton acreage for 1953 amounted to 245,739 acres; in May 1954, the cotton acreage stood at 175,811, with some minor planting yet to be done. This represented almost 29 percent under the 1953 figure.

This meant that farmers had shifted 69,928 acres to other crops within a year . . . no small task. And in the fall of 1953 growers had heard that the cut might be 50 percent or a shift of more than 100,000 acres. It's understandable that many farmers in the county spent sleepless nights and many scratch pads trying to figure out what they'd do.

These worried farmers were among those who had put Tulare County third in the United States in total agricultural income for 1953. The county is part of the giant San Joa-

quin Valley area, where cotton growing and nearly all crop production depend on irrigation. Irrigation, land, and equipment costs run high compared to non-irrigated areas of the country. Few farmers can afford to let their tillable land lie idle.

So in making up their minds what to grow in 1954, farmers had many problems. To help them meet these, the county farm advisors (county agents) of the Agricultural Extension Service shifted their efforts into extra high gear. The farm advisors dealing with crops and livestock production organized themselves into task forces so that they could better deal with the various possibilities facing a farmer in the way of alternative crops and with livestock. They utilized all the information and help available from the University of California and the U. S. Department of Agriculture; they prepared in a ready form all the cost studies and surveys they had completed in the county so that farmers would know probable production costs of crops they were considering. They issued county publications, organized tours, held meetings, made hundreds of farm calls, and utilized every other information means they

had to present facts about alternatives. In all of this their aim was to present as much pertinent factual material as they had or could obtain in order that the individual farmer might make up his mind intelligently about his farming in 1954 and 1955.

A personalized farm management analysis approach helped farmers to see their problems and to work out the best overall solution possible.

In selecting alternative enterprises, the county Extension staff suggested to farmers that they consider these factors:

Adaptability to soil, water, and overall farm operation.

Adequacy of equipment and facilities.

"Know-how" and adaptability of operator.

Price outlook and marketing of product.

Availability of materials and supplies.

Weeds, diseases, and pests.

Credit.

Relationship to expected or probable future acreage allotments.

A check with several farmers indi-

(Continued on page 166)



Byron Jennings gets some advice on his sweet corn from Farm Advisor Wilson Pendery.



Rancher Pete Larnetta, right, discusses his crop of nectarines with Advisor John Foott.

Farmers Learn More in Small Groups

JOHN S. ARNOLD,
Assistant Extension
Editor, South Dakota



WHEN SMALL GROUPS of farmers work together informally in neighborhood meetings they can grasp more factual and subject-matter information in a few hours than they can at a large meeting.

Sitting around a table in informal discussion, neighbors feel at ease talking and asking questions. They bring out individual problems that they probably would not talk about at large group meetings. They speak more freely about their farm practices and what they'd like to do.

County Agent Ben Schaub, Brown County, S. Dak., and the directors of the Brown County Crop Improvement Association kept in mind the advantages of participating in small groups when they planned the series of meetings for this year.

These included the 13 crop and soils meetings held this past February and March which had an average attendance of 20 farmers. Among subjects covered were soil organisms and their practical aspects, crop varieties, fertilizers, and insect control. Representatives of the Soil Conservation Service and other agencies helped with some phases of the subject matter.

Prior to the meetings, County Agent Schaub prepared mimeographed material in outline form and furnished various Extension circulars and leaflets.

Local committeemen help to plan the meetings. The crop improvement directors decide on areas where meetings are to be held and assist in selecting the subject-matter topics to

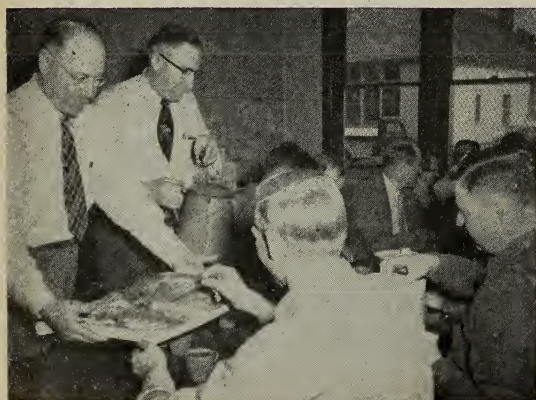
be presented. They also set up a tentative schedule. The local committeemen in each area agree on a date, arrange for the meeting place, and invite about 20 farmers to participate. Since each individual area is responsible for arrangements, the county agent is relieved of much of this advance work. By helping to plan the discussions, the farmers know that the program is their own, which intensifies local interest and participation.

Supervisors Meet

A similar series for weed supervisors was held in March to reacquaint neighborhood weed leaders with the weed-control job coming up. About 90 neighborhood supervisors attended 6 of these meetings in 1954.

Meetings start at 11 a.m.—early enough for a good introduction to the subject. At noon a Dutch lunch is served, the crop improvement association furnishing the food and the local people, the coffee. Informal discussion continues throughout the lunch hour and until closing time, about 3:30 p.m.

County Agent Schaub believes that there is at least one disadvantage in this type of meeting, and that is in the number of people who can take part. Time limitations prevent setting up more meetings. The advantages probably overshadow any disadvantages when you consider that the people who attend often pass on their information to their neighbors.

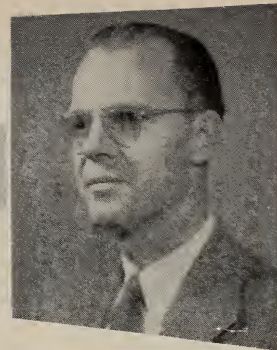


Lunch, furnished by the Crop Improvement Association, does not interfere with discussion. These informal meetings also increase the feeling of good fellowship in the neighborhoods.

Listen . . .

Our New Agent Is Talking

GLENN C. DILDINE, Coordinator
Citizenship Improvement Project
National 4-H Club Foundation



Glenn C. Dildine

NEW FACES in the county office. New Agents to meet our growing public support, and the demand for broader, deeper Extension services. New personalities to find places in our daily lives, remodeling our person-to-person feelings, redesigning the pattern of our office give-and-take. Expanding, changing, lively places, these Extension offices of ours.

Can we remember when we first walked into our new life, our first day on the job? If we could have spoken out clearly then, with the experience and insight we have now, what would each of us have asked of our more experienced agents, the folks who more than any one else could help or break us in our new work? Let's drift back over the months and years between, seeing ourselves as we were then. What would we have said to the experienced folks whose help and confidence and friendship we so needed?

"I need so much background about this job. You older agents have won your spurs here. You have helped build this county program, and it's now part of you. You know what's expected of the agricultural agent, of the home demonstration girl, of the club program. You've gotten to know the State office folks, what they expect and how they can help. You've listened to the old timers retell county history. You know your way around its paved roads and back lanes. You recognize its subtle pattern of differing families and community groups. You know whom you'd pick as 'the people to go to to get things done, the people others look to and follow.' Share all this with me, but please remember how long it has taken you to build your understanding. Please

remember that the things which seem so obvious to you now may take me some time to grasp. So give it to me in measured doses when I need it, not all at once.

"I need some freedom to test my own wings, with help to see when older, stronger wings are needed. I want you to believe in me enough to give me real responsibility and freedom to act where you think I can handle it. I'll expect to keep you posted on my decisions and actions. Then I know you must feel that some decisions and activities are outside my department, while others need to be tackled together. So I need to know what you want me to leave to you, and which to share with you before I try them out. This way, I know I can help make a better county program here.

"I need your friendly warmth and support. I'm sure I'll make some mistakes and leave some important jobs undone. When I do slip up, I want to know it, but it will be such a help if I can talk things over with a person who still likes me and has confidence in me. Then, when I need it most, I can draw your friendliness and support into myself, becoming more confident to face the challenge and uncertainties of this new job. Any mistakes are now just another way to learn how to be a better agent."

Somehow the months and years since we were new in Extension slip back into memory. Now we're each back in our chair behind the desk, and the new first-day agents are just walking through the office door. Give us the wisdom to change places again, in our mind's eye to be these new agents again. May the things we say

and do, and the feelings behind them, show that we remember we once stood in that same doorway. This, as nothing else, can show that we are trying to fill their unspoken needs and meet their inner hopes, that we intend to build in our county office a true partnership where everyone's contribution is needed and welcome.

Daily Records

(Continued from page 158)

Based on our classification of calls, we planned our work for 1955 to fit the changing needs of the County. This program is divided into four major categories: Production and marketing, family living, youth, and community and public problems.

Production costs in the county are 131 percent of average in Virginia, and farm labor problems remain critical. Because many farms are run by inexperienced owners, there is poor utilization of about one-third of the farm land. Therefore, we are working hard to increase production efficiency in farming.

Except for excellent milk and egg markets, other local markets have not been developed and should be more fully exploited.

The young people need programs that will develop desirable ideals and standards on farming, community life, and citizenship. We need to train sufficient local leaders to carry on such programs.

We must participate in discussions with civic groups, educational agencies, commodity committees, and planning officials, and help to develop better understanding and relationships between rural and urban groups.

Administration

(Continued from page 150)

standings develop when channels of communications become closed for any reason. The freedom and regular opportunity of a worker to discuss problems with his supervisors is essential in good administration. Coordination depends largely on understanding gained through consultation and the possession of adequate information by all members of the organization.

Planning

Planning must be a continuous process at all levels. It is not enough for people to understand the purposes and objectives of the organization, but they must accept them as their own. Those who have a part in developing a program generally feel a greater responsibility for its success than those who do not. This principle applies to administrative as well as program decisions.

In almost any organized effort, a system of job priorities is essential to purposeful action. This is especially true in Extension because of its broad field of work. Work priorities naturally develop out of sound program planning. If planning does not result in the establishment of priorities to guide future action, it has not been done effectively.

Planning is primarily the process of weighing alternative courses of action and deciding which course of many to follow. In Extension work, it is not possible to give equal emphasis during any given period of time to all of the many worthwhile projects staff members could spend their time on. Too often the lack of conscious emphasis on a few projects with a corresponding de-emphasis on others results in a less effective Extension program.

The best program planning often takes place in the process of developing a budget. The budget should reflect program emphasis. It is a most important tool when used to implement sound planning.

Working Together

The most effective Extension programs are a team effort. The success of a team is dependent on many things. But especially significant among them is an intangible factor commonly described as "spirit" or

"morale." It can be a powerful force welding people together into an efficient organization or an equally strong force pulling them apart. Individual as well as group productivity is influenced materially by this elusive something which is often ignored or considered as solely a product of the salary scale. Adequate salaries, fairly arrived at, are important, but there are other things of even greater importance. The following are some keys to working with others that have proved to influence individual morale and team spirit.

1. A consideration of the personal pride and feelings of others stimulates loyalty and group spirit.
2. A belief in the fairness of administrative decisions by all members of an organization contributes greatly to morale.
3. Policies and actions affecting personnel should be discussed with those involved in advance of decisions.
4. A common fear of normal people is criticism by others. This does not imply that constructive criticism should not be given.
5. Normal employees worry about what others think of them and what they do. They need frequent reassurance and encouragement. They need to be told how they are getting along.
6. Most people lack confidence in their own ability and are afraid to use their initiative. Initiative develops with self-confidence and can be encouraged by recognition of achievements.
7. The right initiation to the job is especially important. During the first few days on the job, lasting impressions are often formed that may prejudice an employee for years. Building team spirit starts with recruitment, actually preceding employment.

Basic Needs of People

For maximum efficiency, Extension employees must like their work. Thus attention should be given to satisfying some of the basic needs of people to be happy on a job. A few of them are:

1. Affection, interest—A person must feel someone cares for him

and is interested in what he is doing.

2. Recognition—A person must develop his self-esteem through recognition by others.
3. Peer acceptance—A person must feel he belongs to the group and is accepted by his fellow workers.
4. Achievement—A person must feel what he is doing is worthwhile; that he is effective and his efforts are recognized.
5. Security—A person must feel reasonably safe financially and safe from irresponsible administrative action if he is to venture forward to maximum development.

For happiness on the job, working conditions should provide a satisfying social experience as well as a way of making a living or serving a worthy cause.

Evaluation

A critical analysis and evaluation of past accomplishments and failures can form a firm foundation on which to build successful programs in the future.

TELL YOUR PUBLIC

Illinois' Extension Editorial Office conducted a survey to help each county farm and home adviser develop a 6-point County Information Program. These six points include (1) good personal relationships with newspaper, radio, and television editors; (2) establishment of a regular weekly news service for these outlets in the county, with a personal column as part of that news service; (3) regular use of radio if there is a local radio station; (4) effective use of television when television facilities are available; (5) improvement of county publications and other direct mail efforts; and (6) wise use of all types of visual aids, including exhibits, photography and presentation visuals.

Out of 95 farm advisers and 68 home advisers who reported in this survey, 66 farm advisers and 59 home advisers supply their local editors with regular news service. They were asked other similar questions as well as questions concerning their preference for workshop subjects and their comments on the State Editorial Services.

A report on the survey has been released under the title, "Report on County Information Programs."

COUNTY RESPONSIBILITY

The county Extension law recently passed by the Missouri State Legislature provides for county agricultural Extension councils, to be selected at community elections. They will work with county courts and the University of Missouri in preparation of annual budgets for handling Extension programs in the counties. They also will make recommendations and suggestions concerning the Extension program in their own counties, and are to be consulted before an agent is assigned or removed from the county.

FARM-TOWN VISITS

Warren Myers of Macon County, Ill., tells about the exchange visits that have been carried on for about 3 years between the city and country people. Here is part of his letter:

"A committee is appointed to select 20 to 25 farmers and another committee is appointed to select the same number of businessmen to exchange visits. That is, the farmer spends half a day with the businessman in the city and the businessman spends the same length of time on the farm. As a rule they have lunch together. Later each group meets and individuals report their experiences."

Orin Hertz reports a similar project in Vermilion County. Last February some 300 farmers and wives visited Danville business and industrial firms. And in June more than 60 Danville business and industrial people toured four Vermilion County farms.

WANTED: BEETLES

A French beetle which came to the United States by way of Australia is helping to put thousands of acres of western rangeland back into grass. It is accomplishing this by devouring the poisonous Klamath weed that had infested vast stretches of range and rendered them useless for grazing.

The work of this beetle is cited as an example of many unique methods being used by modern science to attack agricultural pests.

In 1945, U. S. Department of Agriculture and University of California entomologists released 5,000 of the European beetles in Humboldt County, Calif., an area heavily infested with Klamath weed. By now the insects and their descendants have cleared at least 500,000 acres of the weed in California, and beetles have been introduced by USDA and State entomologists into Oregon, Washington, Idaho, and Montana.

4-H FELLOWSHIPS

Fellowships for a year's further study here in Washington were given in cooperation with the National Committee on Boys and Girls Club Work and a donor to: Doris McDaniel, Paoli, Okla.; Jane L. Merry, Rochester, N. Y.; Willa E. Morava, Bridgeport, Nebr.; Dale Apel, Longton, Kans.; George J. Broadwell, Brattleboro, Vt.; and Howard M. Willson, Glendive, Mont.

D. W. WATKINS RETIRES

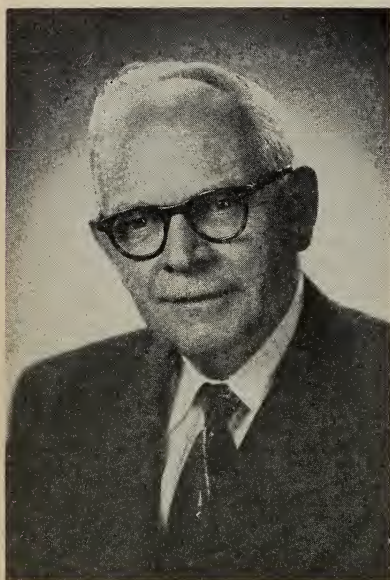
D. W. Watkins, director, South Carolina Extension Service, retired June 30, having served as an Extension worker since 1914. During his career, Director Watkins received many honors and served on many committees of importance to farm people.

"RETIRES" TO WORK IN ISRAEL

Charles A. Thompson, leader of extension agents, College of Agriculture, Rutgers University, retired on July 1 to take a job in which he will have an opportunity to use experience gained during his 34 years with the Extension Service in New Jersey. (Continued on next page.)

News and Views

(Continued from page 163)



Charles A. Thompson

Thompson will spend the next 2 years in Israel, advising its government on establishment of an Extension Service to help Israeli Farmers improve their methods. He will be a member of a team of farm specialists and a home economist assembled by the University of the State of New York Research Foundation.

The Israeli government arranged for the team's visit through the Foreign Operations Administration.

THE PEOPLE ACT

In "The People Act," Elmore McKee gives us in book form 11 examples, carefully selected and documented for earlier radio use, showing people working together to meet community problems. One community built a hospital, while others improved schools, developed new farming patterns, mobilized to fight crime and other every day problems.

It is a study of democracy in action, of the grassroots behavior of people and the principles of community leadership which Extension people should find stimulating, easy to read, and helpful.—*Ralph Fulghum, Federal Extension Service.*

HELPS FOR CITIZEN GROUPS

Three new printed guides for citizen groups and other voluntary organizations have just come off the press of the nonprofit Adult Education Association of the U. S. A. First of a new Leadership Pamphlet Series, they are:

How to Lead Discussions: A "how to" manual for successful discussion groups—organizing meetings, sharing responsibilities, airing program ideas, use of drama, handling question-answer periods, and other discussion problems.

Planning Better Programs: Ways to eliminate obstacles, plan program content, discover group interests, set up goals, handle speakers or panels, and get maximum participation.

Taking Action in the Community: A practical guide to initiating community action, enlisting neighbors and community organizations, overcoming apathy, translating ideas into action, and meeting attacks from outside sources.

The 48-page pamphlets are adapted from materials originally published in Adult Leadership, monthly publication of the AEA at 743 N. Wabash Ave., Chicago 11, Ill. Write to that address for further information.

THE STORY OF FAO

The book, "The Story of FAO" by Gove Hambidge, tells about the organization of the Food and Agricultural Organization, factors which determined its need, and the benefits which have resulted from its operation. Mr. Hambidge reviews briefly the struggle which many nations have made to provide an adequate amount of food for their people. He tells what other agencies and groups, both public and private, are doing and have done to solve this problem.

In the early chapters, the author outlines a vivid picture of the wide variance in the standards of living and productive ability of different nations and the factors which have contributed to this variance. In the later chapters, he tells of the technical cooperation and assistance which are so outstanding in the FAO program.—*E. H. Leker, Federal Extension Service.*

HIGHWAY SAFETY

"Safe or Sorry? On the Highways . . . which shall it be?" This is the title of a pamphlet prepared for the National Home Demonstration Council by Mrs. Clara Bailey Ackerman in cooperation with the Federal Extension Service. Tips and ideas are suggested for home demonstration clubs who want to do something about highway safety. Copies may be obtained from the Automotive Safety Foundation, 200 Ring Building, Washington 6, D. C.

WHEN YOU WRITE

"When you write a newspaper column", says Marjorie Arbour in a new publication by that name, "you don't have to be a Walter Lippman, a Leonard Lyons or a Dorothy Dix, but you must have something to say, some successful farm folks to talk about and sound information to impart, if you expect your public to stay with you."

Simply and entertainingly written and cleverly illustrated, this pamphlet is chock full of sound advice for the columnist, experienced or new at the job. It is catalogued Extension Publication 1178, issued by Louisiana State University and Agricultural and Mechanical College, Baton Rouge, La.

MARKETING

The New Hampshire Cooperative Extension Service held 34 meetings this past year for retailers in fruits, vegetables and poultry. About 1,300 persons attended. As a result of requests, the Service also held open meetings on marketing meat. The New Hampshire Independent Food and Grocers Association helped to find meeting places and to provide publicity.

In the five cities where fruit and vegetable meetings were held, programs were planned for two to four nights, with five instructors assigned. They discussed the following topics: Buying and preparation for display; Satisfying the consumer; Why and how to prepackage; Day and night care; and Handling to reduce loss.

Demonstrations As Usual

DEMONSTRATIONS are as old—or older—than Extension itself. In the farm and home unit approach to extension work with farm families they take on even greater significance. Through this method, each individual practice is judged in light of its contribution to the total farm and home improvement plan developed by the family.

A hog farmer, for instance, is interested in obtaining fast, efficient gains. This calls for a good breeding, feeding, and a sanitation program. Herd improvement, then, is a necessary part of this program. Equally important is good, clean pasture.

The hog producer needs low-cost feed, so he fertilizes according to soil test to get high corn yields. He doesn't want to lose any of the fertilizer through erosion, hence he develops a good erosion control program. He needs a dependable water supply close to his hog pastures. Centrally located ponds serving several pastures are the answer.

Although none of these practices was adopted as a part of a hog production demonstration, there is convincing evidence that all contribute

to the combination of practices that resulted in efficient production. The total farm and home improvement program serves as a demonstration of the much greater progress made by cooperating families.

For example, from 1948 to 1954, 261 additional Lafayette County, Mo., farm families started balanced farming plans. These families built 33 percent of all the terraces constructed in the county during this period. They constructed 47 percent of all the terrace outlets, used 3 times as much fertilizer as the average farmer in the county, and plowed under $2\frac{1}{2}$ times as many legumes for green manure.

Some 68 percent of the balanced farming families raised their pigs on clean ground compared to the county average of 11 percent. And they improved their pastures at a rate six times as fast as the county average.

On the home side, 12 families built new homes, 40 remodeled their homes, 42 added bathrooms, 35 remodeled their kitchens, and 24 installed central heating. But in spite of such rapid progress, cooperating families

are aware of the continual need for further analysis of their farm-home business, production adjustments, new goals, and improvement plans.

As cooperating families tell visitors about increased crop and livestock production, improved soil fertility, and home improvements, many questions are raised about improved practices adopted. Others ask how the farm and home improvement program was planned and put into action. Many ask the Extension Service for similar assistance. Thus, the farm and home unit approach to extension work serves a two-fold purpose in demonstrations—that of demonstrating the value of individual practices, and demonstrating the value of combining these practices into a systematic farm and home improvement program.

FOR SLOW READERS

How fast are you able to read? Many businesses and universities are offering a rapid reading course, but you can also teach yourself how to read more rapidly. The Foundation for Better Reading of Chicago has a 120-page lesson book, a guide to high speed reading and a device for measuring your progress.

WANTED: A LITTLE PRIVACY

Without spending too much money we needed to make our big office more attractive and more personal. We needed private offices. In lieu of these we had low movable partitions made to separate the Agricultural and Home agents' office space. When they were removed we had floor space for a meeting of 20 persons. The partitions doubled for bulletin boards and the bookcases furnished us another partition.

Office callers can wait if necessary around the table in the middle of the room where reading matter is always kept. The secretary's desk is convenient to the agents and to callers, also close to a large work table placed against the wall. Bulletins and files are in front of the secretary's desk, and the storage room is adjacent.

The improvements were made at very low cost, yet the room is 100 percent better . . . *Russell L. Zell, County Agricultural Agent, Kentland, Indiana.*



County Extension Office, Kentland, Ind.

Retailer Training

(Continued from page 154)

ties for evaluating the effectiveness of retail marketing work.

Publications are considered valuable aids in carrying out the program. Conventional Extension booklets are too long and detailed to be practical for the average busy food merchant, and alternative materials are being prepared experimentally. "Keys to greater sales for food retailers," a brief leaflet describing the program, is enlivened with cartoon-style sketches. Subject matter publications, such as "A Good Produce Display," are being printed on a single sheet of stiff paper for quick reading and for posting in a conspicuous place for reference. A newsletter on timely merchandising ideas, food market information, and improved retailing techniques is issued weekly.

We believe that the success of our retailer training program depends largely on the assistance and cooperation of other Extension workers and wholesale trade organizations. County agents and specialists aid the program greatly by stimulating interest, assisting with demonstration programs, and answering questions relating to production. Food wholesalers aid in implementing the program by having salesmen encourage grocer participation, by helping to arrange special programs, and by disseminating information. Food trade associations, processors, and packers cooperate closely, contributing teaching materials and providing demonstrators when needed.

Closely related to the retail marketing work is a project in consumer information which provides tips on "best buys," how to choose these economical foods wisely, and how to use them to better advantage. The consumer information project also has an advisory committee to assist in planning and evaluation. Consumer education and retailer training complement each other and help provide a well-rounded Extension program in the marketing of agricultural products.

Retailer training work in Delaware is still in its infancy. During the first few months of the program, much interest has been expressed by all segments of the food trade.

Farm and Home Centers

(Continued from page 157)

Interest is the result of knowledge. The people you serve must understand the gains both they and you will derive from a farm and home center. Only when they feel a need for such a place will they work and earn or give money. This point cannot be overemphasized.

Planning—thorough and with foresight—is vital. Tompkins County changed their plans for a center location three times over a 6-year period. Only when plans are both clear and specific can they be easily conveyed to your county's farmers and homemakers. If you plan to invite other agencies to lease office space in the building a lot of cooperation between agency staffs and agency directors will be needed.



Good Farm Leadership Is a Must. Your greatest assets are strong leaders to assume responsibility and push onward when the going gets rough. And committees are a must too. At one time Erie County had six project committees, plus a steering committee and a general chairman. More than 500 men and women were working on these committees.

A center for your county is no summer's project. Two or 3 years are likely to pass as a minimum, and sometimes as many as 7 or 10 years are gone before you're settled again. Let's not fool anyone, even though local farmers and homemakers raise the money and staff the committees, work on a center will still eat into the time of Extension personnel.

But when you see a dream come true, when you see farm people coming to realize what place each agency has in the building and in their lives, when you see the people and the agencies working together with common cause—then you know that your agricultural and homemaking center is more than new office space.

Diverted Acres

(Continued from page 159)

cated that they and many of their neighbors had used and appreciated the information and help they had received.

Stan and Gordon Greening of the Woodville community reported that 40 acres of their land formerly in cotton was diverted to hybrid corn. This grain was used for finishing feeder cattle. By having both corn and cotton a fuller utilization of labor and machinery was realized because the cultural operations of the crops occur at different times of the year. This long-range crop rotation will assist in keeping weed and plant disease problems controlled, and the manure from the livestock will return valuable nutrients to the soil. They consulted with the county Extension staff on numerous occasions in making their plans.

Byron Jennings of Visalia shifted his 60 acres to sweet corn, but did so after much thought and following several talks with the county Extension staff members. He also gave consideration to castor beans, hybrid corn, permanent pasture, and alfalfa. In selecting sweet corn, he was told that his costs per acre probably would be between \$90 and \$100 for growing and \$200 for harvesting based on studies conducted by the farm advisors.

Mr. Jennings made certain he could obtain the necessary labor for growing two crops of sweet corn, one to be harvested in July and the other in the fall. He also needed much harvest help, which he contracted for before starting the crop. After his crop was picked, it rolled in refrigerated railroad cars to eastern markets. From his talks with county Extension agents, Jennings knew that his risks would be greater with such a crop but that the possibilities for profits were also present.

Pete Larneta of the Ivanhoe community had the problem of what to do with 30 acres of land formerly growing cotton. He decided that some of this should go into nectarines, after discussing the possibilities with Extension workers. They told him the market had been good for the fruit and suggested a rootstock and a variety that has proved satisfactory in university and local tests. They

also suggested that he grow tomatoes during the first two years between the new trees in order to produce an income during those years. "I've always wanted to grow some fruit, and am glad to get started," Pete Larneta reported.

In discussing the various ways that diverted acres were being used, the county Extension staff members made these comments which indicated the type of information they present to farmers.

The farm advisor dealing with livestock said, "Beef cattle present a way of marketing many diverted-acre crops. Several large feedlots already are in operation here, and several smaller ones are planned. The green chopping of alfalfa has encouraged such a trend; it is now possible to provide forage for 5 head of beef cattle per acre from green-chop alfalfa for as much as 8 months of the year. Many questions remain in regard to utilizing fully the increased acreage of hybrid corn, but we have farm studies underway and the University is doing work on this."

From those farm advisors doing field crops work come these comments. "The 25,000 additional acres of alfalfa enable many farmers to have a rotation their soil needed. Corn looks good as a long-time crop for this county. Some of the 5,000 new acres being planted in rice are on alkali soil, where the heavy use of water will help remove the alkali. Those farmers turning to barley have been pleased that the price has not gone down as low as some expected. Much additional acreage of castor beans would have gone in this year but for lowering of support price. Sugar beet acreage has remained about the same because processors could not take on additional contracts. Local tests on costs of growing such crops as safflowers, soybeans, and milo helped growers determine whether they should grow these crops."

One of the farm advisors made this comment, "Dairying probably would have shown an increase in the number of cattle on farms, but two price cuts came along and discouraged this. Numbers now are about the same as a year ago. Culling, a longtime practice, has been stressed even more

A Show for the Extension Family

EXTENSION activities in Flint, Mich., became so extensive that the Extension Advisory Council for the city and county voted to have an indoor county fair to get acquainted with each other's work. It was called an Extension Review.

The original idea for the unique event snowballed into such proportions that the exhibit and program were housed in Flint's Industrial Mutual Association building, which accommodates several thousand people and hundreds of exhibits.

The exhibits attempted to show not the magnitude of any one phase of Extension, but rather the many phases of the Extension program, including agriculture, family, home and community development, and 4-H Club work. Many exhibits included demonstrations, movies, displays of produce, lighting and motion techniques, and live animals shown by the 4-H boys and girls.

The only formal program during the 2-day show was held on the final evening of the event. Michigan Extension Director D. B. Varner, introduced 19 foreign Extension directors, who were attending a workshop in the State, and Federal Extension Administrator C. M. Ferguson. An ad-

dress on the subject, The Art of Human Relations, given by Dr. William Smith, professor of family relationships at Pennsylvania State University, concluded the program.

The primary purpose of the event, sponsored and financed by the Extension Advisory Council, was to learn more about separate phases of Extension work. The crowds visiting the displays were attracted by county-wide newspaper and radio announcements, and made well aware of the seven-person staff behind the county extension program.

Flint is Michigan's third largest city and this seven-person Extension staff includes a city and a county home demonstration agent, a consumer information agent, a 4-H Club agent, an agricultural agent and his assistant, and an associate agent who works with suburban groups. Chairman of the event was Mrs. Harold Luther, secretary of the council and representing suburban Flint. With the help of the Extension staff, some 50 committee members and every extension member in the city and county, she produced the indoor "county fair" which so amply showed the results of the true cooperative spirit of the Extension Service.

than normally. We have tried to show prospective dairymen the possibilities and pitfalls with dairying and have stressed the value of experience and the need for sufficient equipment. Green chopped alfalfa has proved to be an important new practice affecting dairying, and already some 6,000 acres of the legume are being harvested by this method."

Although some 25 vegetables can be grown commercially in the county, Extension farm advisors have suggested that the markets cannot stand a sudden large increase in any of these. Prospective growers have been reminded to make certain of their market before planting.

Counties Cooperate To Borrow Exhibits

The exhibit "What's a Cow Worth" is being shown at five county fairs in Wisconsin during August and September. The fairs are 3 or 4 days apart so that there is time to get the exhibit from one county to another. By dividing the freight expenses among Outagamie, Fond du Lac, Brown, Door, and Kewaunee Counties the transportation charge for each is kept to a minimum.

The exhibit is one of 70 that can be borrowed from the U. S. Department of Agriculture. See back page for details.

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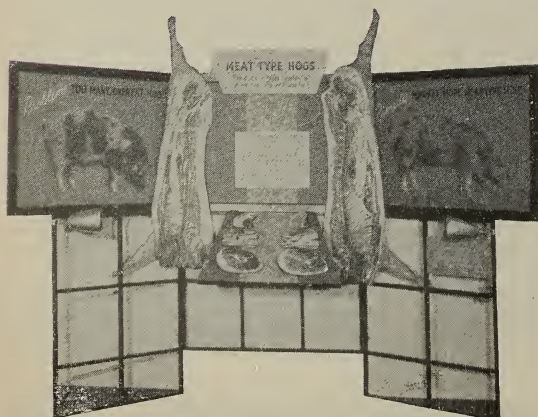
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at COUNTY FAIRS and
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Ask your State Extension
editor for more information
or write to Exhibit Service,
Office of Information, U. S.
Department of Agriculture,
Washington 25, D. C.



****See story on page 167 on how five Wisconsin counties
cooperated to borrow an exhibit for their county fairs.**